

**GENERAL SERVICES ADMINISTRATION (GSA)
FEDERAL ACQUISITION SERVICE (FAS)
ASSISTED ACQUISITION SERVICES DIVISION (AASD)
SOUTHEAST SUNBELT REGION (R4)**

PERFORMANCE WORK STATEMENT

**TASK ORDER NUMBER: ID04190113
TASK ORDER TITLE: TYNDALL AFB PMO SUPPORT**

14 OCTOBER 2021

**U.S. AIR FORCE
PROGRAM MANAGEMENT OFFICE (PMO)
TYNDALL AFB, FLORIDA 32403**



General Services Administration
Federal Acquisition Service, Assisted Acquisition Services Division, Region 4
77 Forsyth Street SW
Atlanta, GA 30303-3490

Task Order Number: ID04190113							
Project Title: Tyndall AFB PMO Support							
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Contracting Officer Representative (COR): (b) (7)(C) 139 Barnes Dr STE 1 Tyndall AFB, FL 32403 Phone: (b) (6) Email: (b) (7)(C)@mil				Alternate COR:			
GSA Senior Contracting Officer (SCO): Kevin Albertson 77 Forsyth Street SW Atlanta, GA 30303-3490 Phone: (b) (6) Email: Kevin.Albertson@gsa.gov				GSA Customer Account Manager (CAM): Douglas Tindell 77 Forsyth Street SW Atlanta, GA 30303-3490 Phone: (b) (6) Email: Douglas.Tindell@gsa.gov			
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Contract: GSA OASIS, Pool 1							
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Task Order Type				Task Order Funding			
<input type="checkbox"/>	Firm-Fixed-Price	<input checked="" type="checkbox"/>	Severable				
<input type="checkbox"/>	Labor Hour	<input type="checkbox"/>	Non-Severable				
<input checked="" type="checkbox"/>	Time and Material	<input type="checkbox"/>					
<input type="checkbox"/>	Hybrid	<input type="checkbox"/>	Fully Funded				
<input checked="" type="checkbox"/>	Performance-based	<input checked="" type="checkbox"/>	Incrementally Funded				
<hr/>							
Item Number Structure:							
Description	Type	BY	OY1	OY2	OY3	OY4	EXT
Labor	T&M	0001	1001	2001	3001	4001	5001
Travel	Cost	0101	1101	2101	3101	4101	5101
Materials	Cost	0201	1201	2201	3201	4201	5201
CAF	Cost	0301	1301	2301	3301	4301	5301

MODIFICATION HISTORY

Mod 011, (\$666,078.32)

1. Remove \$203,208.06 of unused funds from the Base Year (BY): Labor (0001), (\$22,295.54); Revised Labor (0002), (\$170,047.61); Revised Travel (0102), (\$5,337.95); Revised Materials (0202), (\$5,323.95); CAF (0301), (\$22.30); Revised CAF (0302), (\$180.71).
2. Remove \$462,870.26 of unused funds from Option Year 1 (OY1): Labor (1001), (\$380,379.17); Travel (1101), (\$35,306.27); Materials (1201), (\$46,722.42); CAF (1301), (\$462.40).

Mod 010, 09/16/2021, \$155,878.72 (OY1, (\$33,910.88); OY2, \$189,789.60)

1. PWS 3.2.4(f): Realign labor hours in the remainder of Option Year 1 (OY1) and in Option Year (OY2) to extend the hours of one FTE from (b) (4) hours per day to (b) (4) hours per day in support of an increased Welcome Center workload.
2. PWS 3.2.1, 3.2.2, 3.2.3: Reduce the (b) (4) Scheduler FTEs currently on contract to (b) (4).
3. Apply incremental funding to OY2.

Mod 009, 09/02/2021, (b) (4) (Labor, (b) (4); Travel, \$60,000.00; Materials, \$50,000.00; CAF, \$5,556.52)

1. Exercise Option Year 1 (OY1) and apply incremental funding.

Mod 008, 06/10/2021, \$0.00 (zero)

1. PWS 2.2.2: Add Offutt AFB, Nebraska as a performance location.
2. Update the COR information.

Mod 007, 09/08/2020, \$285,257.28 (Labor, \$174,972.31; Travel, \$60,000.00; Materials, \$50,000.00; CAF, \$284.97)

1. Add incremental funding to labor (1001), travel (1101), materials (1201) and CAF (1301) in the Option Year 1 (OY1) period of performance.

Mod 006, 09/03/2020, \$5,816,361.44 (Labor, \$5,810,550.89; CAF, \$5,810.55)

1. PWS 13: Incorporate an updated FAR 52.204-25 (Aug 2020).
2. PWS 14: Delete FAR 52.204-24 (Aug 2019).
3. Exercise Option Year 1 (OY1) and apply incremental funding.

Mod 005, 08/25/2020, \$0.00 (zero)

1. Increase the level of effort during the remainder of the BY, Option Year 1 (OY1), if exercised, and Option Year 2 (OY2), if exercised, to include (b) (4): PWS 3.2.1, 3.2.2, 3.2.3: (b) (4) Scheduler.
2. Reduce the level of effort in Option Year 4 (OY4) to offset the (b) (4) due to the (b) (4) Scheduler.

Mod 004, 07/29/2020, \$1,073,709.84

1. Realign labor hours within the Base Year (BY) to ensure all labor categories can perform through the end of the BY period of performance.
2. Reduce the level of effort in the BY and Option Year 1 (OY1), if exercised, to (b) (4) for the Engineering Manager labor category that was (b) (4) in Mod 001.

3. Increase the level of effort during the remainder of the BY, Option Year 1 (OY1), if exercised, and Option Year 2 (OY2), if exercised, to include these (b) (4) FTEs:
PWS 3.2.1, 3.2.2, 3.2.3: (b) (4) GIS Specialist and (b) (4) Knowledge/Data Manager;
PWS 3.2.4: (b) (4) Engineering Managers;
PWS 3.2.5: (b) (4) Project Engineers and (b) (4) Engineering Managers.
4. Restore the level of effort in Option Year 4 (OY4), if exercised, to (b) (4) hours for the Engineering Manager labor category, which was (b) (4) to (b) (4) in Mod 001.
5. Add funding to labor (0001) in the BY period of performance.

Mod 003, 02/07/2020, \$9,523.81

1. Add incremental funding to materials (0201) and CAF (0301) in the Base Year (BY) period of performance.

Mod 002, 01/03/2020, \$0.00 (zero)

1. PWS 10.5: Clarify when invoices should be submitted.

Mod 001, 12/11/2019, \$33,333.33

1. PWS 3.2.4(f): Clarify the requirement.
2. PWS 5.1.1: Clarify the requirement.
3. PWS 5.2.1: Revise the language to clarify the requirement.
4. PWS 6.1.1: Clarify the requirement.
5. PWS 6.1.2: Clarify the requirement.
6. PWS 6.1.3(a): Clarify the requirement.
7. PWS 6.1.3(b): Clarify the requirement.
8. PWS 6.1.4: Clarify the requirement.
9. PWS 8: Revise the requirement to include a SECRET clearance for certain positions.
10. PWS 9.2: Clarify the requirement.
11. PWS 13: Incorporate FAR 52.204-25.
12. PWS 14: Incorporate FAR 52.204-24.
13. Increase the level of effort for PWS 3.2.1, 3.2.2, 3.2.3, and 3.2.4 during the remainder of the Base Year (BY) and Option Year 1 (OY1), if exercised, to include (b) (4) Engineering Manager.
14. Reduce the level of effort in Option Year 4, if exercised, to (b) (4) for the Engineering Manager labor category.
15. Increase the level of effort for PWS 3.2.4(f) during the remainder of the BY and Option Years 1 and 2 (OY1-2), if exercised, to include (b) (4) FTEs using an appropriate labor category, such as "Administrative Professional".
16. Add incremental funding to travel (0101), materials (0201), and CAF (0301) in the BY period of performance.

09/27/2019, \$2,880,000.00

1. Initial Award.

09/27/2019 (pre-award)

1. Updated paragraph 1.2.1 to reflect the new periods of performance dates.

08/07/2019 (pre-award)

1. Deleted paragraph 3.1.7.
2. Deleted DFARS 252.244-7001, Contractor Purchasing System Administration-Basic (May 2014).

08/08/2019 (pre-award)

1. Paragraph 3.2(a)(10): Revised this requirement to clarify that scheduling software such as Primavera shall be used.

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1. SCOPE

The primary purpose of this Performance Work Statement (PWS) is to increase the capacity and capability of the Program Management Office (PMO) at Tyndall AFB in rebuilding the base after Hurricane Michael.

1.1 BACKGROUND

On October 10, 2018, Hurricane Michael made landfall near Mexico Beach, Florida and Tyndall AFB sustained a direct hit. The National Oceanic and Atmospheric Administration (NOAA) documented sustained wind speeds over 160 MPH with gusts over 200 MPH, thus categorizing Hurricane Michael as a Category 5, and further verifying Michael as one of the strongest hurricanes to hit the United States in over 25 years. In the days following this event, U.S. Air Force (USAF) leadership quickly established multiple teams to assist the 325th Fighter Wing (325FW) with recovery efforts. These teams determined that 100% of Tyndall AFB facilities sustained measurable damage. The team documented that approximately 100 facilities (around 440,000 square feet) were completely destroyed and 195 facilities (about 1,000,000 square feet) received moderate-to-severe damage.

On November 26, the Air Force Installation and Mission Support Center (AFIMSC) established a Program Management Office (PMO) to streamline base redevelopment and reconstruction. This includes reconstitution of all pre-Hurricane Michael tenant missions, preparing for acceptance of three new F-35 squadrons, and the MQ-9 bed-down. In addition, USAF leadership intends to form community partnerships with surrounding municipalities, counties, and the State of Florida to integrate city and community planning concepts and to capitalize on private industry innovations, unique approaches, and technologies in areas such as facility design and construction, infrastructure, and energy efficiency. The PMO includes representatives from the 325th Fighter Wing (325FW), Air Force Civil Engineer Center (AFCEC), U.S. Army Corps of Engineers (USACE), and other associated agencies and stakeholders. The Executive Director is the senior Government representative who bears responsibility for overall PMO management and success. The PMO includes a Program Management Integration Contractor (PMIC) to assist the PMO Executive Director.

1.2 GENERAL INFORMATION

1.2.1 PERIOD OF PERFORMANCE

The period of performance (PoP) for this task order can be up to 66 months, consisting of one base period of 12 months, four option periods of 12 months each, and an additional option period of 6 months in accordance with FAR 52.217-8 Option to Extend Services, if needed.

Base Year (BY): 09/27/2019 to 09/26/2020
Option Year 1 (OY1): 09/27/2020 to 09/26/2021
Option Year 2 (OY2): 09/27/2021 to 09/26/2022 (if exercised)
Option Year 3 (OY3): 09/27/2022 to 09/26/2023 (if exercised)
Option Year 4 (OY4): 09/27/2023 to 09/26/2024 (if exercised)
Extension of Service (EXT): 09/27/2024 to 03/26/2025 (if exercised)

1.2.2 PLACE OF PERFORMANCE

The contractor shall perform services primarily at Tyndall AFB, Florida with incidental services at JBSA-Lackland, Texas and Offutt AFB, Nebraska.

1.2.3 HOURS OF OPERATION

The standard hours of operations for the PMO are from 7:30 AM to 4:30 PM, Monday through Friday, Central time, excluding Federal Holidays. Alternate work schedules may be used with prior Government approval by the Contracting Officer Representative (COR).

The holidays applicable to this task order are: New Year's Day, Martin Luther King Jr's Day, President's Day, Memorial Day, Independence Day, Labor Day, Columbus Day, Veteran's Day, Thanksgiving Day, and Christmas Day. In the event that any of these holidays occur on a Saturday or Sunday, then such holiday shall be observed as they are by the PMO.

1.2.4 SPECIAL HOLIDAYS AND OTHER TIME OFF

When a special holiday is authorized by the President of the United States (POTUS) or the installation is closed for any reason, the Contracting Officer (CO) will consider if contractor employees will be able to perform their normal job functions at a contractor facility or via remote access. If contractor employees are unable to work, the CO will notify the contractor that employees shall not report for duty. In the event of a closure directed by the Base Commander for whatever reason, contractor performance, except for emergency services designated by the CO, is terminated until further notice. The CO will not adjust the task order period of performance for any closure.

1.2.5 SERVICES BEING ACQUIRED

The services on the basic contract, and the services for this task order, are principally for services performed by labor considered bona-fide executive, administrative, and professional. Therefore, a Service Contract Act wage determination is not incorporated. The contractor is fully responsible to ensure compliance with the Department of Labor regulations regarding pay and benefits for all employees working on this task order or any other federal contract.

1.2.6 NON-PERSONAL SERVICES

The client has determined that use of the General Services Administration (GSA) task order to satisfy this requirement is in the best interest of the Government, economic and other factors considered, and this task order is not being used to procure personal services prohibited by Federal Acquisition Regulation (FAR) Part 37.104 titled "Personal Services Contract." The Government shall neither supervise contractor employees nor control the method by which the contractor performs the required tasks. Under no circumstances shall the Government assign tasks to, or prepare work schedules for, individual contractor employees. It shall be the responsibility of the contractor to manage its employees and to guard against any actions that are of the nature of personal services, or give the perception of personal services. If the contractor believes that any actions constitute, or are perceived to constitute personal services, it shall be the contractor's responsibility to notify the Contracting Officer (CO) immediately.

1.2.7 INHERENTLY GOVERNMENTAL SERVICES

The client has determined that the services performed herein are not inherently governmental functions as identified in FAR 7.503(c). The services provided on this task order shall not be used to perform work of a policy/decision making nature (i.e., inherently Governmental functions). Although the contractor shall conduct independent research, development, analysis, and other tasks, all decisions relative to programs supported by the contractor shall be the sole responsibility of the Government.

1.2.8 PRIVACY ACT

Work on this project may require that personnel have access to Privacy Information. All contractor personnel shall adhere to the Privacy Act of 1974, Title 5 of the United States (U.S.) Code, Section 552a and applicable agency rules and regulations. The contractor is responsible for ensuring all contractor personnel are briefed on Privacy Act requirements.

1.2.9 INSURANCE REQUIREMENTS

The contractor shall comply with the insurance requirements of the basic contract to ensure applicable federal, state and/or local area insurance requirements are met prior to performance of these requirements.

1.2.10 SECTION 508 COMPLIANCE

The contractor shall support the Government in its compliance with Section 508 throughout the development and implementation of the work to be performed. Section 508 of the Rehabilitation Act of 1973, as amended (29 U.S.C. 794d) requires that when Federal agencies develop, procure, maintain, or use electronic information technology (IT), Federal employees with disabilities have access to and use of information and data that is comparable to the access and use by Federal employees who do not have disabilities, unless an undue burden would be imposed on the agency. Section 508 also requires that individuals with disabilities, who are members of the public seeking information or services from a Federal agency, have access to and use of information and data that is comparable to that provided to the public who are not individuals with disabilities, unless an undue burden would be imposed on the agency.

The contractor should review the following websites for additional Section 508 information:

- (a) <http://www.section508.gov/index.cfm?FuseAction=Content&ID=12>
- (b) <http://www.access-board.gov/508.htm>
- (c) <http://www.w3.org/WAI/Resources>

1.2.11 CONTRACTOR MANPOWER REPORTING

The Department of Defense (DoD) operates a secure data collection site where the contractor shall report all contractor manpower (including subcontractor manpower) required for performance of this task order for the DoD organization that is receiving or benefitting from the contracted services. The contractor is required to completely fill in all the information in the format using this web address, <http://www.ecmra.mil>. As part of its submission, the contractor shall provide the estimated total cost (if any) incurred to comply with this reporting requirement. Reporting inputs

shall be for the labor executed during the period of performance during each Government Fiscal Year (FY), which runs from October 1 through September 30. While inputs may be reported any time during the FY, all data shall be reported no later than October 31st of each calendar year, from task order award to task order completion. Contractors may send questions about the use of this website to the ECMRA Support Desk via email using the link on the login page.

1.2.12 CONTRACTING OFFICER REPRESENTATIVE

A COR is an individual authorized in writing by the Contracting Officer (CO) to provide technical direction within the scope of this task order and perform other specific technical or administrative functions. The contractor will receive a copy of the written COR designation that specifies the extent of the COR's authority to act on behalf of the CO. The COR is not authorized to make any commitments or changes that will affect the scope (price, work quality, quantity, delivery, or any other term or condition of the contract). Only the CO has the authority to make changes to the terms and conditions of this task order. Any change to this task order shall be made in writing by issuance of a task order modification signed by the CO. The contractor is responsible for ensuring that all contractor personnel are notified of the responsibilities, authority and/or limitations of the CO and COR. Changes, whether within or out of scope of this task order, performed by contractor personnel without specific prior written authorization from the CO shall not be binding on the Government, nor shall the Government be obligated to pay any costs associated therewith. The contractor assumes liability for any and all costs resulting directly or indirectly from the performance of unauthorized work by contractor personnel.

2. APPLICABLE DOCUMENTS

The contractor shall comply with all applicable federal, state, and local statutes, instructions, manuals, handbooks, regulations, guidance, policy letters, and rules (including all changes and amendments). The contractor shall be responsible for identification and compliance as pertains to these requirements.

3. REQUIREMENTS

The contractor shall provide the Government with services corresponding to the subsections contained in this section of the PWS.

3.1 CONTRACTOR MANAGEMENT

The contractor shall provide the Government with services corresponding to the One Acquisition Solution for Integrated Services (OASIS) Small Business labor categories needed to meet these requirements. Contractor employees must possess current training, qualifications, and experience necessary to accomplish these requirements. The contractor shall provide an on-site task lead at the PMO to manage the contractor/subcontractor employees, provide task direction and interface with the CO, COR, and Government leadership/management. The contractor shall be responsible for providing and retaining well qualified, professional, and motivated work force and for fostering a culture that emphasizes teamwork, integrity, continuous improvement, and effective resource management. The contractor shall integrate and coordinate all activities needed to successfully execute these requirements within the normally scheduled hours. As such, expected and unexpected employee absences shall be managed by the contractor management to ensure continuity of operations without mission degradation.

3.1.1 BUSINESS RELATIONS

The contractor shall seek to obtain customer satisfaction through successful performance of these requirements and a strong professional relationship with the Government. The contractor shall be responsive to these requirements and proactively identify problem areas in a timely manner, manage corrective actions, and effectively manage Government resources and subcontractors.

3.1.2 RESPONSIVE CUSTOMER SERVICE

The contractor shall respond to all tasks, questions, and inquiries by providing initial written acknowledgement within five (5) calendar days. All Government questions and inquiries shall be addressed and all tasks completed within the established agreed upon timeframe. The contractor shall provide courteous and competent customer service and shall be flexible and responsive to the Government's evolving requirements or emergent activities.

3.1.3 SUBCONTRACTORS

The requirements in this PWS that apply to the contractor also apply to all subcontractors, if any are included. The contractor shall be responsible for subcontract management necessary to integrate work performed on this requirement and shall be responsible and accountable for all subcontractor cost, performance, and personnel issues on this requirement. Contractors must ensure there are no Organizational Conflicts of Interest (OCI) issues with their subcontractors.

Subcontractors used in performance of this effort (at any level) shall not be substituted after task order award unless approved by the Contracting Officer.

3.1.4 ORGANIZATIONAL CONFLICT OF INTEREST (OCI)

This task order effort has potential for an OCI as identified in FAR 9.5 and DFARS 209.5. The contractor is expected to not engage in any activity that could cause an OCI with the contractor's position under this task order, impair the contractor's ability to render unbiased advice and recommendations, or place the contractor in the position of having an unfair competitive advantage as a result of the knowledge, information, and experience gained during the performance of this task order.

After reviewing FAR 9.5 and DFARS 209.5 in their entirety, if the contractor determines their company has a potential OCI, the contractor shall notify the CO and provide an OCI mitigation plan in accordance with the solicitation. Upon review of the OCI mitigation plan, should the OCI mitigation plan be acceptable, and a task order awarded, the OCI mitigation plan shall be incorporated into the task order. If the Government determines an OCI cannot be avoided, neutralized, or mitigated, the Offeror shall be excluded from award consideration.

The contractor agrees that, if after award and anytime during the performance period, it discovers an actual or potential OCI; it shall make immediate and full disclosure in writing to the CO. The notification shall include a description of the actual or potential OCI, how the issues originated, a description of the action the contractor has taken or proposes to take to avoid, mitigate or neutralize the conflict, and any other relevant information that would assist the CO in making a determination on this matter. If the Government determines that an OCI exists any time after award, and the Government is unable to mitigate or eliminate the OCI, the CO may terminate the task order for

convenience of the Government if determined to be in the best interests of the Government, in whole or in part and at no cost to the Government, depending on the circumstances of the OCI.

The contractor shall not use any Government information provided to them for any purpose other than for performance of this task order. Furthermore, the contractor shall not provide any information to any individual, company or other entity that, other than for performance of this task order, does not have a need to know.

3.1.5 STANDARDS OF CONDUCT AND APPEARANCE

The contractor shall ensure that their employee policy for standards of conduct and personal appearance foster a professional and safe work environment that conforms to the Government's existing organizational culture and employee standards. Contractor employees who pose a threat to the safety or welfare of the installation or its personnel may be immediately removed and/or barred from the installation.

3.1.6 CONTRACTOR IDENTIFICATION IN GOVERNMENT WORKPLACE

All contractor personnel shall wear a Government issued installation photo identification badge (e.g., Common Access Card (CAC)) and/or lanyard and company issued identification badges and/or lanyards, if available, above the waist to clearly distinguish contractor employees from Government employees. Contractor personnel shall identify themselves as contractors when communicating during all business interactions, over the telephone, or via electronic mail. Contractors shall identify themselves as contractors on any attendance sheet or any coordination documents they may review. Electronic mail signature blocks shall identify their company affiliation.

3.2 PROGRAM MANAGEMENT OFFICE (PMO) SUPPORT

3.2.1 PROJECT MANAGEMENT

The contractor shall assist the PMO with management and integration of Military Construction (MILCON) projects (Attachment 1, MILCON Project List) and other Non-MILCON projects including Facility Sustainment, Restoration and Modernization (FSRM), Utilities Privatization (UP), Housing Privatization (HP), Florida Department of Transportation (FDOT), Defense Logistics Agency (DLA), Army and Air Force Exchange Service (AAFES), Defense Commissary Agency (DECCA), and others. The Government estimates that this effort will apply to about 45 MILCON and 100 FSRM projects and includes the integration of PMO actions with a wide variety of internal and external agencies and stakeholders, development and review of acquisition and execution strategies, and monitoring and analysis of program performance. The contractor shall provide advice and recommendations only. All decision making and approval authority shall be retained by Government officials. The contractor shall develop and maintain schedules (e.g., integrated master program, design, and construction) from project programming through design and construction to facility occupancy.

3.2.2 PLANNING AND ADMINISTRATION

- (a) The contractor shall manage the implementation of the Governance Plan (GP), Program Management Plan (PgMP), and key processes; review and provide recommendations on the

GP, PgMP, and key processes on a recurring basis (no more frequently than every six (6) months); collect and consolidate lessons learned; recommend process improvements based on analysis of lessons learned; and conduct feasibility analyses. The contractor shall review and provide recommendations during Master Planning meetings, and support the base Lead Community Planner with preparing airfield waivers and installation Master Planning duties.

- (b) The contractor shall prepare reports, presentations, and other correspondence. The contractor shall schedule, organize, and conduct meetings that include, but are not limited to the following:

- (1) Coordination Meetings.
- (2) Staff Meetings.
- (3) Progress Meetings.
- (4) Design Review Meetings.
- (5) Construction Review Meetings.
- (6) Project and Program Reviews (e.g., SAGs, SERGs).

- (c) The contractor shall provide technical expertise to the Government in specified meetings with subject matter expert-level knowledge. The contractor shall participate in meetings to evaluate program and project level activities for the PMO. The contractor shall capture and deliver minutes of these meetings, upon request. The contractor shall provide resources knowledgeable in architecture and engineering to ensure effective meetings with customers, regulators, engineers, and the public, as applicable. The contractor shall, upon request, facilitate meetings by establishing agendas, delivering technical presentations, making recommendations for technical issues, and providing meeting minutes.
- (d) The contractor shall support the PMO at conferences and meetings. Contractor support includes but is not limited to meeting setup and invitation, coordination, facilitation, as well as deliverables (graphics, audiovisual equipment, study materials, record keeping, etc.). Meetings/conferences may address a wide variety of topics, such as stakeholder involvement, community relations, risk communication, etc.

3.2.3 PROGRAM CONTROLS

- (a) The contractor shall provide the PMO with programmatic and management support including estimation of project funding priorities. This includes, but is not limited to, the following.

- (1) Develop and prioritize reconstruction requirements.
- (2) Develop Rough Order of Magnitude (ROM) costs.
- (3) Develop work statements.
- (4) Develop design and work statement cost estimates.
- (5) Develop construction cost estimates.
- (6) Develop project schedules based on design and work statement requirements.
- (7) Conduct construction market surveys.
- (8) Conduct Value Engineering (VE) studies for FSRM projects with programmed amounts at or above \$10M.
- (9) Develop and publish project status reports. Reports shall include project schedule and

- updates, updated project costs, and the change order register.
- (10) Develop and maintain a master program schedule using a software scheduling package, such as Primavera.
 - (11) Develop and publish program status reports.
- (b) The contractor shall collect, create, review, analyze, store, and present digital information in support of the execution of the Tyndall AFB MILCON program. The contractor shall disseminate information gained on projects or programs to appropriate USAF stakeholders. Deliverables consist of technical reports, presentations, and other electronic work products for use in support of AFCEC programs. The contractor shall ensure that the following activities are accomplished as indicated.
- (1) Weekly updates in the AFCEC/CFM SharePoint tracker.
 - (2) Real time updates and/or weekly review of project milestones in the ACES-PM and TRIRIGA systems.
 - (3) Monthly (at a minimum) data quality review/correction in the ACES-PM and TRIRIGA systems.
 - (4) Monthly update of Line Item Review slides.
 - (5) Monthly update of SAG/SERG slides.
- (c) The contractor shall manage all documents in accordance with the AFCEC file plan and stored on USAF network drives specified by AFCEC. This includes filing minutes of regulatory and partnering sessions.
- (d) The contractor shall use applications such as computer aided drafting and design (CADD), Building Information Modeling (BIM), project scheduling, design and construction cost estimating, technical comment resolution, program management, and project management to accomplish the order requirements. The contractor shall organize and maintain online and internal SharePoint data repositories.
- (e) The contractor shall assist with the development and delivery of strategic communications projects and tools. The contractor shall design, produce, and deliver visual media products to AFCEC Government personnel for review, in support of the AFCEC mission. The contractor shall provide production and delivery of written and/or visual media product to support communication of complex technical issues to Government staff, senior leadership, and external stakeholders. The contractor shall assist in developing the technical basis of USAF legislative testimony, as required. The contractor shall work collaboratively with Government personnel to prepare virtual learning materials, technical presentations including audio/video enhancement, information sharing videos, and related outreach materials.

3.2.4 NON-MILCON PROGRAM MANAGEMENT SUPPORT

The contractor shall assist the PMO with the reconstruction of Tyndall AFB to provide occupants with properly sized, configured, and constructed facilities to meet current and known future mission requirements on schedule and within budget. The PMO is tasked to ensure the provision of adaptable, resilient, smart facilities and infrastructure that are compliant with all applicable safety, security, and environmental laws and regulations that will give USAF leadership basing options for future mission requirements

(a) Procurement Assistance. The contractor shall assist with procurement items related to PMO actions in accordance with Government oversight and approvals. This includes, but is not limited to, the following.

- (1) Develop bid schedules.
- (2) Develop Source Selection evaluation criteria.
- (3) Review and make recommendations on contractor schedule and cost proposals.
- (4) Develop Requests for Quotation (RFQs).
- (5) Review and make recommendations on change requests.
- (6) Review and make recommendations on Requests of Equitable Adjustments (REAs).
- (7) Review and make recommendations on claims.

(b) FSRM Design Management. The contractor shall assist the PMO with FSRM design management. This includes, but is not limited to, the following.

- (1) Provide administration support of design contracts.
- (2) Review and comment on site investigations.
- (3) Review and make recommendations on geotechnical, topographical, and archeological surveys.
- (4) Review and make recommendations on design submittals for compliance with all applicable codes and regulations.
- (5) Review and comment on cost estimates included in design submittals.
- (6) Coordinate with Special Security Office (SSO), as needed.
- (7) Prepare responses to Requests for Information (RFIs) from design contractors.
- (8) Coordinate and de-conflict the efforts of multiple design agents, as applicable.
- (9) Produce Computer Aided Design and Drafting (CADD) drawings, as required.

(c) FSRM Construction Management. The contractor shall assist the PMO with FSRM construction management. This includes, but is not limited to, the following.

- (1) Provide administration support of construction contracts.
- (2) Review and make recommendations on submittals.
- (3) Review and make recommendations on test results and reports.
- (4) Review and make recommendations on performance/status reports.
- (5) Review and make recommendations on requests for progress payments.
- (6) Review and provide recommendations on recovery plans.
- (7) Review and comment on inspections of on-going and completed construction to ensure compliance with applicable drawings, specifications, codes, criteria, and contract requirements. If the inspection identifies non-compliance items, the contractor shall submit a written report identifying recommended corrective actions to the COR within 24 hours after completion of an inspection. If non-compliant items are life, safety, and health non-compliance issues, the contractor shall immediately verbally notify the COR and submit a written report identifying recommended corrective actions to the COR within 24 hours after completion of the inspection. If a verbal notification was made, the contractor shall include the name of the COR and the date/time of the verbal notification in the written report.

- (8) Coordinate and de-conflict the efforts of multiple construction agents, as applicable.
- (9) Coordinate with the Special Security Office (SSO), as needed.
- (10) Manage the receipt and distribution of as-built drawings and O&M manuals, as needed.
- (11) Coordinate with 325CES and construction contractors for scheduling and execution of O&M training, as applicable.
- (12) Provide assistance to actively manage cost growth of project resulting from user requested changes.
- (13) Review and make recommendations on construction submittals for compliance with applicable design specifications.

(d) Testing, Commissioning, and Balancing. The contractor shall assist the PMO with systems testing, commissioning, and balancing. This includes, but is not limited to, the following.

- (1) Oversee start-up, testing, and commission of systems (e.g., fire protection, HVAC, and electrical systems).
- (2) Manage the receipt and distribution of Operations & Maintenance (O&M) manuals.
- (3) Coordinate O&M training for Air Force and BOS contractor personnel.
- (4) Ensure warranty documentation is provided to appropriate 325CES personnel.

(e) Quality/Environment/Safety Management. The contractor shall assist the PMO with quality, environment, and safety management. This includes, but is not limited to, the following.

- (1) Perform daily Quality Assurance (QA) inspections.
- (2) Review and make recommendations on contractor Occupational Health and Safety Plans, as needed.
- (3) Review and make recommendations on projects for compliance with Tyndall AFB HAZMAT and HAZWASTE management and storage policies.

(f) Security. The contractor shall assist the 325FW with security activities in support of reconstruction projects. This includes, but is not limited to, the following Welcome Center activities:

- (1) Validate entry for base visitors/contractors.
- (2) File/maintain visitor and event Entry Authorization Lists (EALs).
- (3) Issue and Inventory Restricted Area Badges. The actual issue of Base Visitor's Passes and Restricted Area Badges will be performed by the Government. The contractor shall assist with preparing paperwork, performing periodic inventories, and related duties.
- (4) Ensure wing Restricted Area Circulation Control. The Government will perform these duties, but the contractor shall occasionally assist with maintaining restricted area badges.
- (5) Maintain the Base Barment Roster. The Government will control this roster, but the contractor shall occasionally assist with entering and updating data.
- (6) Maintain the Contractor Entry Authorization List.
- (7) Inspect and verify Entry Credentials for authenticity.
- (8) Run background checks through FCIC/NCIC terminals (Florida/National criminal investigation console). On an occasional, as-needed basis, the contractor shall run background checks at the Tyndall Commercial Vehicle Gate in addition to the Welcome

Center.

(g) Integration. The contractor shall assist the PMO with integration activities in support of reconstruction projects. This includes, but is not limited to, the following.

- (1) Review and make recommendations, from an integration perspective, on contractor haul routes, laydown yards, and job-site office siting submittals.
- (2) Coordinate the application and permitting process to include, but not limited to, confined space entry program, dig permits, crane permits, and hot work permits.
- (3) Assist USACE with deconflicting construction at the touch points from other programs such as FSRM, FDOT, and AAFES. Any deconflicts that cannot be accomplished at the lowest possible level shall be brought to the attention of the COR.
- (4) Coordinate construction contractor activities on these functions: Utilities Privatization (UP) contractor; Housing Privatizations (HP) contractor; on-going operations and missions of Tyndall AFB; multiple design agents; and multiple construction agents.
- (5) Analyze design and construction submittals to ensure coordination between contractors and consistency of effort at the seams/points of demarcation between projects/zones.

3.2.5 MILCON PROGRAM MANAGEMENT SUPPORT

The PMO requires professional technical assistance to provide reliable, credible expertise to support their mission to rebuild Tyndall AFB, Florida.

(a) Pre-Award/Post-Award Support. The contractor shall assist with the management and oversight of MILCON contracts. The contractor shall draft requirements documents, develop and integrate execution strategies, draft work statements (Performance Work Statements and/or Statements of Work), draft programing documents, prepare DD Form 139ls, draft cost estimates, and develop other acquisition package documents for Government review, approval, and submission. The contractor shall conduct independent reviews of the performance of and products of MILCON contracts. The contractor shall review, evaluate and track MILCON contractor-generated progress reports, progress schedules, monthly status reports, financial management, and expenditure reports. The contractor shall identify problems of insufficient data, missing data, or other unsupported elements of MILCON contractor submittals. The contractor shall perform technical reviews and risk assessments of MILCON contractor projects and provide technical comments. The contractor shall ensure that the following activities are accomplished as indicated.

- (1) Comprehensive technical compliance verification of all aspects of MILCON acquisition packages with applicable contractual documents and design criteria, including a specific citation as the basis for each finding.
- (2) Evaluation and recommendation of MILCON contractor quotes/proposals.
- (3) Analysis of compliance with program approval documents and applicable program approval thresholds.
- (4) Participation in comment resolution meetings to communicate the basis and validity of any findings and/or comments provided to the Government.
- (5) Technical input into root cause analysis or any MILCON acquisition failures.

(b) Pre-Award/Post-Award Reviews. The contractor shall provide cost, scope, and/or schedule

of Military Construction (MILCON), Unspecified Minor Military Construction (UMMC), or Energy Resilience and Conservation Investment Program (ERCIP) project programming packages, independent cost estimates and/or technical requirements, technical evaluation support, executability risk assessment, and a comment response matrix for each review. In accomplishing the validation, the contractor shall:

- (1) Make recommendations on non-compliance of program guidance.
 - (2) Make recommendations on non-compliance with USAF design and construction criteria (Unified Facilities Criteria (UFCs), Unified Facility Guide Specifications (UFGSs), Engineering Technical Letters (ETLs), AF Corporate Facility Standards (AFCFSs), Installation Facility Standards (IFSs), AFMAN 32-1084, etc.).
 - (3) Make recommendations on cost estimates regarding credibility and compliance with applicable UFC standards.
 - (4) Evaluate and provide feedback to the Government on Planning Charrette Reports.
 - (5) Make recommendations on the identification and reflection of project development strategy executability and/or constructability risks.
 - (6) Evaluate whether facility performance requirements are clearly defined.
 - (7) Make recommendations on project scope consistency across all documents.
 - (8) Make recommendations on scope and cost consistency with project programming documents (e.g., DD Form 1391).
 - (9) Assess and provide feedback to the Government on package compliance with applicable programming requirements, policies, and business rules.
- (c) **Deliverable Review.** The contractor shall review MILCON contractor submitted data deliverables for functional and technical accuracy/completeness, and for compliance with applicable regulations in support of projects at various installations. The contractor shall assess whether technical deliverables satisfy specifications and schedules using the necessary tools to ensure a complete review. The contractor shall deliver written recommendations regarding acceptance or rejection of documents submitted by AFCEC's MILCON contractors. This includes, but is not limited to, the following.
- (1) Planning Charrette Reports to include coordination with stakeholders and comment resolution.
 - (2) DD1391 Programming Package to include coordination with stakeholders and comment resolution.
 - (3) Design / RFP Package to include coordination with stakeholders and comment resolution.
 - (4) Closeout Documents including equipment, real property, and financial reports.
- (d) **Technical Consultation Support.** The contractor shall provide expert level technical consultation in support of implementation of Government facility design and construction program. Expert technical support shall consist of (1) performing technical analysis to support strategic decision making; technology evaluation; innovative technology assessment; or other expert analysis of a non-routine enterprise-wide programmatic or technical issues; (2) evaluating Government efforts to support AF and DoD clients, especially when those efforts are addressing unique and difficult problems including addressing controversial topics, (3) conducting technical studies or technology evaluations, and (4) information management and reporting (including development of methodologies for management and reporting).

The contractor shall review and provide comments on policy, design criteria, program business rules, etc. impacting MILCON planning, programming, execution, or capitalization, upon request. The contractor shall apply existing policy documents, professional experience, and expert judgement to evaluate for consistency with existing applicable policy and standards documents, including AFCFSs, UFCs, UFGSs, Air Force Instructions (AFIs), and program business rules. The contractor shall evaluate potential cost, schedule, and quality impacts to current or future projects (cost, schedule, and quality).

- (e) **Permit Applications.** The contractor shall prepare documents in support of the PMO obtaining environmental and construction permits, applications, and other associated administrative requirements in support of facility projects. The contractor shall provide technical input in support of Air Force in negotiations with federal, state, and local permitting authorities. Provide report detailing said assessment.
- (f) **Litigation Support.** The contractor shall provide technical assistance to the PMO during administrative and judicial proceedings involving other federal, state, local and public agencies. The contractor shall review, analyze, and make recommendations to integrate federal, state, and local Government comments on USAF programs and studies. The contractor shall deliver documents to the PMO in support of responses and/or reports to regulatory agencies for approval and submission by Governmental personnel. The contractor shall provide subject matter expert technical review in support of the PMO during resolution of disputes, claims, and litigation with MILCON contractors; provide technical review of MILCON contractor requests for equitable adjustment, claims, or other litigation-related documents.
- (g) **Statutory and Regulatory Requirements Support.** The contractor shall provide deliverables, which review and analyze new statutory and regulatory guidance and make recommendations on the impact to PMO. Deliverables shall include recommendations for PMO integration of these requirements.
- (h) **Innovative Technologies.** The contractor shall provide deliverables that evaluate commercially available and emerging technologies. Deliverables may include requirements to analyze experimental designs and provide recommendations concerning adoption of these designs and audit the performance of new technologies. Deliverables shall evaluate cost, performance, applicability of methods, development of initial methodologies and life cycle cost analysis. The contractor shall perform highly reliable, highly credible technical analysis to support strategic decision-making; technology evaluation; innovative technology assessment; or other expert analysis of a non-routine enterprise-wide programmatic or technical issue.
- (i) **Cost and Scheduling Support.** The contractor shall provide cost and schedule analysis to include concise status of the cost and schedule performance of projects. This support includes independent evaluations of MILCON contractor's project status reporting, development of Estimates at Completion (EAC), and providing cost performance improvement recommendations to the PMO with alternative corrective measures to recover from schedule lapses and cost overruns. The contractor shall provide detailed cost estimates, perform in-depth cost reviews and conduct reviews of MILCON contractor submitted Time Impact Analysis associated with delivery order modifications. The contractor shall have the expertise and capability to review PMO schedules in Primavera and Microsoft Project for complex design and construction projects. The contractor shall provide quantitative reviews and evaluations of cost performance programs. The contractor shall assist PMO in selection for cost deliverables to ensure such aspects as appropriate level of reporting, establishing metrics and cost factors, and to support data requirements. The contractor will produce a project cost estimate in accordance with all applicable UFCs, program policy, and program business rules including

accuracy standards and be adjusted to local market conditions. The contractor shall determine the MILCON Facility Replacement Cost for a facility in accordance with AFI 32-1032, 3.5.1. The contractor shall assess applicable cost basis, and investigate applicable recent, relevant project data that could serve to improve fidelity of the cost estimate. The contractor shall employ applicable tools within the DoD facility engineering cost estimation software, local market analysis or other applicable industry cost estimating tools as appropriate. The contractor shall develop and provide engineering person-hour and cost estimates for project support.

- (j) **Acquisition/Execution Support.** The contractor shall provide technical input to the PMO during appropriate phases of the acquisition cycle for MILCON contracts to include development, management and measurement of contract requirements. Assistance includes duties related to file management and documentation, Request for Proposal development, market analysis and recommendations, cost-price analysis, development of solutions and recommendations regarding contractual issues. The contractor shall support the pre-award and post-award activities in support of PMO and other customers.
- (k) **Quality Assurance/Quality Control (QA/QC) Support.** The contractor shall provide technical reports, presentations, and other electronic work products to Government personnel who are responsible for QA/QC of AF MILCON, and UMMC programs.

(1) **QA/QC Support for Field Activities.** The contractor shall provide technical input to Government personnel regarding QA/QC oversight of field activities in support of the PMO. The contractor shall review MILCON contractor field activities and make technical recommendations to Program Manager (PM) based on their findings and observations. Assistance shall include site visits, documentation, photographs, daily surveillance log and reports of immediate health and safety hazards observed. The contractor shall provide subject matter expert level technical input to the PMO project delivery team in support of design or construction execution at the project location. The contractor shall participate in planning/design charrette activity; review/oversight of contractor work in-progress; and quality assurance/quality control. The contractor shall perform a comprehensive technical review of a contract submittal, request for information, change order request, or other real-time interaction with a design or construction contractor. Highlight any areas of potential non-compliance. The contractor shall provide Government a recommended basis of negotiation and recommend corrective actions, upon request.

(2) **Data and Analysis Support.** The contractor shall provide support to evaluate, develop and implement quality assurance processes and programs for PMO products and services. The contractor shall perform independent technical and cost review of facility design submittals, standard design templates, charrette reports, and facility design standards/tools prepared by architect-engineers. The contractor shall perform comprehensive technical review of all aspects of the design with all applicable design criteria, including applicable DoD standards, criteria, and specifications; providing a specific citation as the basis for each finding. The contractor shall perform a comprehensive validation of the designer's cost estimate, citing specific areas with questionable basis. Where applicable, the contractor shall assess compliance with programming approval documents and applicable program approval thresholds. The contractor shall participate in comment resolution meetings, communicating basis and validity of any comments made to the designer of record, and provide technical assistance to the Government in adjudicating and resolving technical comments/findings.

(3) The contractor shall provide deliverables resulting from the technical review of MILCON

contractors' work product, including site data, analytical data, and reports. These deliverables shall include an assessment of the accuracy of data and validity of analyses and interpretations of results generated by others in support of the PMO.

- (l) Strategic Planning.** The contractor shall perform analysis to develop strategy options for facility engineering strategic planning. Deliverables include technical reports, presentations, cost estimates, project schedules, and other technical work products for use in support of AFCEC programs. The contractor shall provide assistance and recommend strategic planning tools, such as change management in business redirection and enhancement; business management techniques; identification and deployment of measurement systems; program analysis, planning and development; process mapping, benchmarking and process migration and in-depth requirements analyses. The contractor shall provide technical recommendations into policy, procedures, guidance, strategy, and standards. Provide reports detailing said assessment.

4. CONTRACTOR PERSONNEL

4.1 PERSONNEL COMPETENCIES

The contractor is responsible for providing personnel who are fully qualified to perform these requirements. Contractor personnel should have knowledge of and experience with the following.

- (a)** Large, complex projects that may include facility construction, repair, restoration, and modernization of airfield, industrial, laboratory, housing, dormitory, and administrative, Enhanced Use Leases, Public Private Partnerships (P3), Public Public-Private Partnerships (P4) facilities; Military Construction (MILCON); Facilities Sustainment, Restoration, and Modernization (FSRM); Unspecified Minor Military Construction (UMMC); mission bed-down; and community support.
- (b)** Florida-specific building codes.
- (c)** Environmental and archaeological considerations.
- (d)** Air Force-specific programming/project development/contract documentation.

4.2 PERSONNEL QUALIFICATIONS

The contractor shall attract, hire, train, and retain qualified personnel for these requirements that meet or exceed the contractor competencies and the applicable OASIS labor category qualifications. Personnel shall be fully capable of working independently toward successful task order performance without excessive Government involvement or direction, and shall be capable of legibly, clearly, and articulately communicating to successfully perform these requirements.

4.3 PERSONNEL TURNOVER

The contractor shall strive to minimize personnel turnover throughout the life of this task order, and ensure continuation of services during personnel absences due to sickness, leave, and voluntary or involuntary termination from employment such that impact to the Government is minimal.

4.4 KEY PERSONNEL

The contractor shall identify key personnel deemed critical to managing the overall performance of this task order. Any position identified as a key position shall remain so for the duration of the task order. Changes to key personnel shall be submitted to the Contracting Officer (CO) for approval prior to implementation. The contractor shall provide a detailed description of the change, to include criteria demonstrating appropriate expertise and credentials to properly manage these requirements.

4.5 KEY PERSONNEL REPLACEMENT/SUBSTITUTION

The contractor shall ensure that position vacancies do not exceed thirty (30) calendar days from start of vacancy to the date CO acceptance of replacement is approved, unless otherwise directed in advance by the CO. The contractor shall provide a detailed description of the change, to include the title and criteria for the position(s), and demonstrate the appropriate expertise and credentials to properly meet the requirements and qualifications of the subject position. Replacements/substitutions shall comply with Personnel Competencies and Personnel Qualifications.

4.6 REMOVAL OF PERSONNEL AT GOVERNMENT REQUEST

Contractor personnel do not work for the Government. However, in rare cases, the Government may request removal (permanent or temporary) of contractor personnel from performance of these requirements for security, safety, environmental, or health reasons, upon discovery of fraudulent qualification documentation, or when contractor personnel behave in an unprofessional manner that would be considered unacceptable by a reasonable person. The contractor shall ensure continuation of services such that impact to the Government is minimal and that replacements/substitutions comply with Personnel Competencies and Personnel Qualifications.

4.7 PERFORMANCE ON DOD / AF INSTALLATIONS

- (a) Reporting Requirements.** The contractor shall report to an appropriate authority (CO or COR) any information or circumstances which may pose a threat to the security of DoD personnel, contractor personnel, resources, and classified or unclassified defense information. Contractor personnel shall be briefed by their contractor site lead upon initial assignment.
- (b) Pass and Identification Items.** The contractor shall ensure the pass and identification items required for contract performance are obtained for employees, privately owned vehicles (POVs), and non-Government owned vehicles.
- (c) Retrieving Identification Media.** The contractor shall retrieve all identification media, including vehicle passes from employees who depart for any reason before the contract expires; e.g. terminated for cause, retirement, etc.
- (d) Traffic Laws.** The contractor and its employees shall comply with base traffic regulations.
- (e) Weapons, Firearms, and Ammunition.** Contractor employees are prohibited from possessing weapons, firearms, or ammunition, on themselves or within their contractor-owned vehicle or privately owned vehicle while on DoD installations.

5. TRAVEL AND MATERIALS

5.1 TRAVEL

The Government may require contractor employees to travel to both military and non-military locations in support of these requirements. Travel shall be approved in advance by the COR. If prior COR approval is not obtained, the contractor may not be reimbursed. The Government anticipates twelve (12) to fifteen (15) trips annually. The anticipated destinations for travel include Washington, DC and other U.S. locations to support these requirements. Contractor employees will not be reimbursed for travel in the local area on and around Tyndall AFB, Florida or JBSA-Lackland, Texas.

5.1.1 TRAVEL APPROVAL PROCESS

Travel requests shall be submitted to and pre-approved by the COR and/or CO. The travel request shall, at a minimum, include 1) the travelers' names; 2) travel dates; 3) travel location(s); 4) purpose of trip; 5) estimated expenses which may include lodging, lodging tax, meals and incidental expenses, transportation costs, registration, tolls, parking, and other allowable expenses; 6) estimate remaining travel funds; and 7) other information as required by the COR. The COR is authorized to approve travel requests. However, if per diem rates proposed exceed the ceiling amounts in FAR 31.205-46, the contractor shall ensure that pre-approval from the CO (with approval date) is received and documented. All travel requests must be submitted with sufficient time for Government review and approval. The contractor shall submit an electronic copy of the approved request form as a collaboration in GSA's Assisted Services Shared Information System (ASSIST) at the following URL: <https://portal.fas.gsa.gov>.

5.1.2 TRAVEL REIMBURSEMENT

Actual travel costs will be reimbursable along with the applicable OASIS CAF and other allowable costs associated with the required travel. Allowable travel costs are in accordance with FAR 31.205-46. Profit shall not be applied to travel costs. The CO is the only individual authorized to approve per diem rates that exceed the ceiling amounts in FAR 31.205-46. Travel shall be in compliance with the contract tasks and all other applicable requirements, and maximum use is to be made of the lowest available customary standard coach or equivalent airfare accommodations available during normal business hours. The Government is not liable for any travel costs that were not pre-approved or exceed the funded ceiling amount.

5.2 MATERIALS

The Government may require the contractor to purchase related materials that are necessary and integral for the performance of this order. These must satisfy the criteria expressed within the scope of the order and must not duplicate costs covered in other areas of the order. Such requirements shall be identified at the time the order is issued or may be identified during the course of an order, by the Government or the contractor. Materials are ancillary in nature and integrally related to the contractor's ability to perform the service being acquired, i.e., they must be necessary for the completion of the task. That is, the acquisition of materials cannot be the primary purpose of a task order. The anticipated materials for these requirements include cellular phone service and rental vehicles for travel in the local area on and around Tyndall AFB, Florida.

5.2.1 MATERIALS AUTHORIZATION PROCESS

A contractor-generated material authorization request form shall be submitted to the COR and/or CO for approval prior to the purchase of any materials. The form must identify the materials, quantities, anticipated per item expense, total estimated expense, and an estimate of the remaining material funds after the materials being requested have been purchased. Normally, the COR will review and approve material authorization requests, and the CO will monitor all requests to ensure the materials being purchased are necessary and integral for a total solution under this task order. If the contractor is uncertain about a material, they may seek CO review and approval prior to acquiring it. In some instances, a task order modification may be required to acquire the material. In that situation, the material may not be purchased prior to award of the modification. The contractor shall submit an electronic copy of the approved request form as a collaboration in GSA's Assisted Services Shared Information System (ASSIST) at the following URL: <https://portal.fas.gsa.gov>.

5.2.2 MATERIALS REIMBURSEMENT

Materials necessary for performance of this order shall be reimbursed in accordance with the billing and payment clauses of this task order. The CO will establish not-to-exceed materials ceilings and determine the fair and reasonableness of the proposed price/prices. Pursuant to FAR 16.601(b)(2), materials are to be provided at actual cost except as provided for in FAR 31.205-26(e) and (f).

6. DELIVERABLES

6.1 QUALITY CONTRACT DATA REQUIREMENT DELIVERABLES

The contractor shall research, develop, prepare or write, and submit the deliverables identified in this section. All deliverables shall be delivered to the COR in the manner specified by the COR (email, shared drive, or other as applicable) and uploaded into GSA's Assisted Services Shared Information System (ASSIST). For some documents, identification of deliverables submitted to the COR is acceptable (for example, some deliverables should be documented in the Monthly Status Report in lieu of uploading to ASSIST). The contractor shall confirm with the CO which documents must be uploaded into ASSIST. If the Government determines the deliverable needs to be corrected, upon COR notification, the contractor shall be required to re-submit the corrected deliverable within five (5) calendar days.

6.1.1 MONTHLY STATUS REPORTS

The contractor shall deliver a Monthly Status Report (MSR) no later than the 10th calendar day of the following month in contractor format. Report submissions shall continue until completion of the task order. The MSR shall include actual versus planned travel; status of task(s) with assigned employees; performance issues; performance risks and risk mitigation efforts; status of outstanding deliverables and the delivery schedule date; and personnel roster. The personnel roster shall include all personnel performing on the contract and vacancies planned to be filled. Vacancies open longer than thirty (30) calendar days shall be highlighted with the reason(s) for delay. The roster shall include an employee's name, labor category and skill level, programmatic/duty section, and company name and shall not include any information subject to the Privacy Act of 1974 and DoD Regulations 5400.11-R. The COR may identify additional information to be included in the

MSR. The contractor shall submit an electronic copy of the MSR as a collaboration in GSA's Assisted Services Shared Information System (ASSIST) at the following URL: <https://portal.fas.gsa.gov>.

6.1.2 TRIP REPORTS

The contractor shall deliver a travel report no later than seven (7) calendar days after completion of travel. Travel reports shall include the traveler(s), reason for travel, actions items resolved during travel, and actions pending resolution. The contractor shall submit an electronic copy of the MSR as a collaboration in GSA's Assisted Services Shared Information System (ASSIST) at the following URL: <https://portal.fas.gsa.gov>.

6.1.3 REPORT/RECORD OF MEETING MINUTES

When requested by the Government, the contractor shall attend regularly scheduled or impromptu program, management, or contract meetings. If meeting minutes are required, the deliverable shall document meeting attendees, key findings/action items, milestones, potential risks and troubleshooting measures, problem resolution, current status of tasking, and other supporting information.

- (a) Task Order Kick-Off Meeting.** The contractor shall schedule and attend a “kick-off” meeting to review the task order terms and conditions and discuss these requirements. The Contracting Officer (CO) will identify the meeting date, time, and location after award. The contractor shall prepare and deliver meeting minutes to the CO within fourteen (14) calendar days after the meeting. The contractor shall submit an electronic copy of the minutes as a collaboration in GSA's Assisted Services Shared Information System (ASSIST) at the following URL: <https://portal.fas.gsa.gov>.
- (b) Semi-Annual Task Order Performance Review.** The contractor shall periodically meet with the Government to discuss the contractor's performance of these requirements. The Government will schedule a semi-annual performance review at least fourteen (14) calendar days in advance of the meeting, and the contractor shall provide read-ahead material to the COR and the CO for review at least seven (7) calendar days in advance of the scheduled meeting. The review shall report the current status of performance requirements, goals, and objectives. The contractor shall report any issues, risks, or conditions impacting current task order performance and a planned course of action for their resolution. The contractor shall deliver meeting minutes no later than seven (7) calendar days after meeting completion. The contractor shall submit an electronic copy of the read-ahead material and the minutes as a collaboration in GSA's Assisted Services Shared Information System (ASSIST) at the following URL: <https://portal.fas.gsa.gov>.

6.1.4 TECHNICAL REPORTS AND PRESENTATIONS

The contractor shall deliver technical reports and presentations prepared in support of these requirements with delivery in accordance with Government approved delivery schedules. Report and/or presentation content, format, and storage location shall be identified by the contractor and approved by the COR or designated technical representative.

7. GOVERNMENT PROPERTY

Government Property includes Government furnished equipment, information, materials and facilities, and contractor-acquired property.

7.1 GOVERNMENT FURNISHED PROPERTY (GFP)

The Government will provide the contractor a dedicated work area for performance. This work area will include desks, workspace, utilities, and one laptop per contractor employee. All GFP must be utilized in strict performance of contract related duties, and the contractor shall maintain policies that prohibit fraud and abuse.

7.2 GOVERNMENT FURNISHED INFORMATION (GFI)

The Government will furnish the contractor with access to Government Furnished Information (GFI) necessary to complete requirements under this task order or to ensure team members have compatible infrastructure/information support systems. The contractor shall treat technical data in its possession as Government sensitive information that is not to be released outside of the originating organization.

8. SECURITY

- (a) The highest level of security clearance required for this effort is SECRET. However, the majority of the effort is at the UNCLASSIFIED level, and contractor personnel performing on this task order do not need a clearance except when a SECRET clearance is needed and has been authorized by the CO, as needed for a particular position.
- (b) Contractor personnel will NOT possess or store classified information at the contractor's facility.
- (c) The contractor is responsible for providing information to the local security officer for use in preparing a DD254 form. Contractor employees may be required to provide personal information for Government security background checks, and to comply with task order security requirements including building access badges.

8.1 SECURITY INCIDENTS

The contractor shall report any compromise or possible compromise of classified or CUI item, material, or information to the cognizant security office(s) upon discovery of the incident.

8.2 INFORMATION SECURITY (INFOSEC)

All documents, schematics, drawings, presentations, email, graphs, web sites (to include all source code and items produced using any application based editor, compiler software and/or operating system), User Data Module labels, and any hard-copy and/or soft-copy item produced or derived from requirements of this task order shall be marked with the classification markings and distribution statements as required in DoD Manual 5200.01 Volumes 1 through 4.

8.3 COMMON ACCESS CARD

Before issuance of a Common Access Card (CAC), the contractor employee requires, at a minimum, a favorably adjudicated National Agency Check with Inquiries (NACI) or an equivalent

or higher investigation. The contractor employee will be issued a CAC only if duties involve one of the following: 1) Both physical access to a DoD facility and access, via logon, to DoD networks on-site or remotely; 2) Remote access, via logon, to a DoD network using DoD-approved remote access procedures; or 3) Physical access to multiple DoD facilities or multiple non-DoD federally controlled facilities on behalf of the DoD on a recurring basis for a period of six months or more. At the discretion of the sponsoring activity, an initial CAC may be issued based on a favorable review of the Federal Bureau of Investigations (FBI) fingerprint check and a successfully scheduled NACI at the Office of Personnel Management.

8.4 THREAT AWARENESS AND REPORTING PROGRAM (TARP)

The contractor shall report all threat-related incidents, behavioral indicators, and other similar matters to the facility security officer, the FBI, or the Defense Security Service, as applicable. The contractor and all subcontractors shall support Government-initiated threat surveys, investigations, and other relevant reviews.

8.5 SECURITY TRAINING

Government-furnished training does not include formal educational training or general commercial hardware/software system training. It shall be the responsibility of the contractor to provide adequately trained personnel and provide adequate continuing education to meet the requirements of the PWS. The contractor may conduct system and computer resource training. The below training requirements apply to this task order, as applicable.

8.5.1 ANTI-TERRORISM (AT) LEVEL 1

All contractor employees, to include subcontractor employees, requiring access to Government installations, facilities, and controlled areas shall complete AT Level I awareness training prior to performance on this task order. The contractor shall make certificates of completion and/or evidence of completion available to the COR, upon request.

8.5.2 LEVEL I OPSEC TRAINING

The contractor shall ensure that new contractor employees complete Level I OPSEC training prior to performance on this task order. All contractor employees must complete annual OPSEC awareness training thereafter.

8.5.3 INFORMATION ASSURANCE (IA)/INFORMATION TECHNOLOGY (IT) TRAINING

All contractor employees and associated subcontractor employees shall complete the DoD Information Assurance (IA) awareness training before issuance of network access and annually thereafter.

9. CONTRACTOR PERFORMANCE

9.1 QUALITY CULTURE

The contractor shall build a quality culture that self-identifies problems or areas for improvement. The contractor shall strive to proactively identify problems, or potential issues, affecting

performance and proactively work to resolve them. The contractor shall report these items to the COR as soon as possible. Verbal reports will be followed up with written reports when directed by the COR, or the contractor may submit a written report to identify the issue and how it was resolved in order to record these actions for the Government's consideration. Identified discrepancies in which the contractor has proactively taken action to remedy the discrepancy and provide confidence of future compliance, the Government COR may determine that a formal task discrepancy report will not be issued. The contractor remains responsible to correct problems/issues that need resolution. The contractor shall work cooperatively with the Government to resolve issues as they arise.

9.2 CONTRACTOR'S QUALITY CONTROL PROGRAM

The contractor shall establish, implement, and maintain a quality control program that is proactive and responsive to the Government's needs. The contractor shall submit a Quality Control Plan (QCP) that contains, as a minimum, the items listed below. The QCP shall be submitted no later than fourteen (14) calendar days after task order award. The contractor shall submit an electronic copy of their QCP as a collaboration in GSA's Assisted Services Shared Information System (ASSIST) at the following URL: <https://portal.fas.gsa.gov>. The Government will notify the contractor of acceptance or required modifications to the plan. The contractor shall make appropriate modifications and obtain Government acceptance of the plan within thirty (30) calendar days of task order award or five (5) calendar days prior to task order performance, whichever is earlier. Subsequent revisions to the QCP will require Government acceptance; time lines for submittal and approval of subsequent revisions will be established at the time of need. The QCP shall include the following minimum requirements:

- (a) A description of the inspection system to cover all major services and deliverables. The description shall include specifics as to the areas to be inspected on both a scheduled and unscheduled basis, frequency of inspections, and the job title of the inspectors. Contractor inspectors must be cleared at the appropriate classification level.
- (b) A description of the methods to be used for identifying and preventing defects in the products delivered and the quality of service performed.
- (c) A description of the records to be kept to document inspections and corrective or preventative actions taken. All records of inspections performed shall be retained and made available to the Government upon request throughout the task order performance period, and for the period after task order completion, until final settlement of any claims under this task order.

9.3 QUALITY ASSURANCE

The Government will evaluate the contractor's performance of this task order using the contractor's approved QCP, the Government's Quality Assurance Surveillance Plan (QASP), and the PWS requirements of this task order. The Government reserves the right to inspect any service or deliverable in accordance with the inspection clauses applicable in the basic contract and this task order. Government surveillance of tasks not listed in the performance matrix or by methods other than those listed in the matrix (such as provided in the inspection clauses) may occur during the performance period of this task order. For those tasks listed in the performance matrix, the COR or other designated evaluator will follow the method of surveillance specified in this task order (e.g., periodic surveillance, 100% inspection). Government personnel will record all surveillance observations. When an observation indicates defective performance, the COR or other

designated evaluator will require the contractor manager or representative at the site to initial the observation. The initialing of the observation does not necessarily constitute concurrence with the observation. It acknowledges that the contractor has been made aware of the non-compliance. Any action taken by the CO as a result of surveillance will be according to the terms of the task order and/or basic contract

9.4 PERFORMANCE MATRIX

PWS Ref	Deliverable or Required Service	Performance Standard	Acquisition Quality Level (AQL)	Method of Surveillance
3.2.1	Integrated Master Schedule	Documentation must be accurate, professionally prepared, and easily understood. Delivery in accordance with approved delivery schedule.	On-time delivery at 90% level	100% Inspection
3.2.1	Design Schedule	Documentation must be accurate, professionally prepared, and easily understood. Delivery in accordance with approved delivery schedule.	On-time delivery at 90% level	Periodic Inspection
3.2.1	Construction Schedule	Documentation must be accurate, professionally prepared, and easily understood. Delivery in accordance with approved delivery schedule.	On-time delivery at 90% level	Periodic Inspection
6.1.1	Monthly Status Reports	Documentation must be accurate, professionally prepared, and easily understood. Delivery no later than the 10 th calendar day of the following month.	On-time delivery at 90% level	100% Inspection
6.1.2	Trip Report	Documentation must be accurate, professionally prepared, and easily	On-time delivery at 90% level	Periodic Inspection

PWS Ref	Deliverable or Required Service	Performance Standard	Acquisition Quality Level (AQL)	Method of Surveillance
		understood. Delivery no later than seven (7) calendar days after completion of travel.		
6.1.3	Report/Record of Meeting Minutes	Documentation must be accurate, professionally prepared, and easily understood. Delivery no later than three (3) calendar days after meeting end, unless an approved delivery schedule was established.	On-time delivery at 90% level	Periodic Inspection
6.1.3(a)	Kick-Off Meeting Minutes	Documentation must be accurate, professionally prepared, and easily understood. Delivery no later than fourteen (14) calendar days after meeting end.	On-time delivery at 90% level	100% Inspection
6.1.3(b)	Performance Reviews	Documentation must be accurate, professionally prepared, and easily understood. Delivery of read-ahead material at least seven (7) calendar days prior to the meeting. Delivery of meeting minutes no later than seven (7) days after meeting end.	On-time delivery at 90% level	Periodic Inspection
6.1.4	Technical Reports and Presentations	Documentation must be accurate, professionally prepared, and easily understood. Delivery in accordance with	On-time delivery at 90% level	Periodic Inspection

PWS Ref	Deliverable or Required Service	Performance Standard	Acquisition Quality Level (AQL)	Method of Surveillance
		approved delivery schedule.		
9.2	Quality Control Plan	Documentation must be accurate, professionally prepared, and easily understood. Delivery no later than fourteen (14) calendar days prior to task order start.	On-time delivery at 90% level	100% Inspection

10. INVOICES AND PAYMENT INFORMATION

10.1 PAYMENT INFORMATION

The contractor shall provide the following payment information for GSA use. It must be an exact match with the information under the task order number in GSA's Assisted Services Shared Information System (ASSIST) Contract Registration (not the contractor's company or individual representative's registration) as well as with the information under the contractor's Data Universal Numbering System (DUNS) number in the System for Award Management (SAM) Registration at <https://www.sam.gov>. Mismatched information will result in rejected purchase orders and payments.

- (a) Company Name – Legal Business Name and Doing Business As Name
- (b) Mailing Address – Contact and Address Information
- (c) Remittance Address – Remit To Address Information
- (d) Employer's Identification Number – Federal Tax ID
- (e) DUNS

10.2 INVOICE INFORMATION

The contractor shall provide the following information on each invoice submitted via GSA's Assisted Services Shared Information System (ASSIST) and the Central Invoice System (CIS) at the following URL: <https://portal.fas.gsa.gov/>.

- (a) Invoice Number – do not use any special characters.
- (b) ACT (GSA financial tracking number) Number from GSA Form 300, Block 4.
- (c) GSA Task Order Number: ID04190113.
- (d) Contract Number from GSA Form 300, Block 3.
- (e) Point of Contact and Phone Number.
- (f) Remittance Address.
- (g) Period of Performance for the billing period.
- (h) Charges, identified by deliverable or line item(s), with a narrative description of the service performed. Labor, reimbursable costs, and other charges (e.g., G&A) must be broken out.

- (i) Prompt Payment Discount, if offered.
- (j) Total Invoice Amount.

10.3 INVOICE SUBMITTAL

The invoice must be submitted through GSA ASSIST and the CIS web-based Order Processing System (<https://portal.fas.gsa.gov/>). The contractor shall attach the completed Travel Expense Summary, Attachment 4, with their invoice submittal. The COR and the GSA Customer Account Manager or Contract Specialist must approve the invoice, and attachments, in CIS prior to payment.

The payment information must satisfy a match between CIS and SAM for the invoice to be successfully processed for payment.

If the contractor submits a revised invoice, the revised invoice must include: 1) a unique invoice number, 2) a brief explanation, and 3) a cross-reference to any previous invoice submittals for tracking purposes and avoiding duplication.

Copies of receipts, travel vouchers, etc. to support charges for other than employee labor hours must be completed in accordance with the applicable Government regulations. The contractor shall maintain originals and make them available to the Government upon request.

10.4 REIMBURSABLE COSTS

Reimbursable costs must not exceed the limit(s) specified in the task order. The Government will not pay charges that are not specifically identified in the task and approved, in advance, by the Government.

10.5 PAYMENT SCHEDULE

The contractor shall submit invoices no later than the tenth (10th) calendar day of the month following the prior service month.

10.6 FINAL PAYMENT

Invoices for final payment must be so identified and submitted within sixty (60) calendar days from task order completion. No further charges are to be billed.

11. CONTRACTOR PERFORMANCE ASSESSMENT

The Government will provide and record Past Performance Information utilizing the contractor Performance Assessment Reporting System (CPARS) at <https://www.cpars.gov>. Quality, timeliness/schedule, cost control (for reimbursable items), management (i.e. business relations and management of key personnel), and regulatory compliance. The CPARS process allows contractors to view and comment on the Government's evaluation of the contractor's performance before it is finalized. Contractors are required to register in CPARS to review and comment on past performance reports.

12. CLOSEOUT

Quick closeout procedures to reduce administrative costs and enable de-obligation of excess funds may be applied to this order in accordance with FAR 42.708 after the period of performance has ended. The Contracting Officer will 1) ensure the order is physically complete; 2) ensure that the total unsettled direct and direct costs do not exceed \$2,000,000 in accordance with Class Deviation 2019-O0009; 3) perform a risk assessment to determine that the use of the quick closeout procedure is appropriate; and 4) negotiate an agreement on a reasonable estimate of allocable dollars. The contractor's proposed direct and indirect rates for this order will be used in lieu of final direct costs and indirect rates set forth in FAR 42.705 unless current rates are available.

13. CLAUSES INCORPORATED BY REFERENCE

All applicable and required provisions/ clauses set forth in FAR 52.301 automatically flow down to all OASIS task orders, based on their specific contract type (e.g., cost, fixed price, etc.), statement of work, competition requirements, commercial or not commercial, and dollar value as of the date the task order solicitation is issued. In the event of a discrepancy between the contractor's Task Order Quote and any of the aforementioned Contract/Task Order documents, the Contract and Task Order language shall take precedence. In particular, only in extremely rare circumstances can the language in a task order supersede the language in the OASIS contract. Any such instance shall be clearly indicated in the resulting task order award. This work statement incorporates additional provisions/clauses that are not incorporated in the OASIS contract, that are applicable and required for this particular task order. FAR Part 12 commercial clauses/provisions do NOT apply to this task order.

FAR 52.252-2 Clauses Incorporated by Reference (Feb 1998). This task order incorporates one or more clauses by reference, with the same force and effect as if they were given in full text. Upon request, the CO will make their full text available. Also, the full text of a clause may be accessed electronically at this address: <http://farsite.hill.af.mil/vffar1.htm>. The following clauses also apply to this task order.

FAR	
52.203-16	Preventing Personal Conflicts of Interest (Dec 2011)
52.204-13	System for Award Management Maintenance (Oct 2016)
52.204-25	Prohibition on Contracting for Certain Telecommunications and Video Surveillance Services or Equipment (Aug 2020)
52.212-4	Contract Terms and Conditions – Commercial Items (Jan 2017)
52.216-31	Time-and-Materials/Labor-Hour Proposal Requirements – Commercial Item Acquisition (Feb 2007)
52.222-55	Minimum Wages Under Executive Order 13658. (Dec 2015)
52.230-1	Cost Accounting Standards Notices and Certification (Oct 2015)
52.232-7	Payments under Time-and-Materials and Labor-Hour Contracts (Aug 2012)
52.242-5	Payments to Small Business Subcontractors (Jan 2017)
DFARS	
252.201-7000	Contracting Officer's Representative (Dec 1991)

252.203-7000	Requirements Relating to Compensation of Former DoD Officials (Sep 2011)
252.203-7002	Requirement to Inform Employees of Whistleblower Rights (Sep 2013)
252.203-7003	Agency Office of the Inspector General (Dec 2012)
252.204-7000	Disclosure of Information (Oct 2016)
252.204-7003	Control of Government Personnel Work Product (Apr 1992)
252.204-7009	Limitations on the Use or Disclosure of Third-Party Contractor Reported Cyber Incident Information (Oct 2016)
252.204-7012	Safeguarding Covered Defense Information and Cyber Incident Reporting (Oct 2016)
252.204-7015	Notice of Authorized Disclosure of Information for Litigation Support (May 2016)
252.209-7004	Subcontracting with Firms That are Owned or Controlled by the
252.211-7007	Reporting of Government-Furnished Property (Aug 2012)
252.225-7043	Antiterrorism/Force Protection Policy for Defense Contractors
252.227-7015	Technical Data – Commercial Items (Feb 2014)
252.227-7025	Limitations on the Use or Disclosure of Government Furnished
252.232-7010	Levies on Contract Payments (Dec 2006)
252.237-7010	Prohibition on Interrogation of Detainees by Contractor Personnel (Jun 2013)
252.239-7000	Protection Against Compromising Emanations (Jun 2004)
252.239-7001	Information Assurance Contractor Training and Certification (Jan
252.244-7000	Subcontracts for Commercial Items and Commercial Components
252.251-7000	Ordering From Government Supply Sources (Aug 2012)
AFFAR	
5352.242-9001	Common Access Cards (CAC) for Contractor Personnel

14. CLAUSES INCORPORATED IN FULL TEXT

FAR 52.217-8	Option to Extend Services (NOV 1999) The Government may require continued performance of any services within the limits and at the rates specified in the contract. These rates may be adjusted only as a result of revisions to prevailing labor rates provided by the Secretary of Labor. The option provision may be exercised more than once, but the total extension of performance hereunder shall not exceed 6 months. The Contracting Officer may exercise the option by written notice to the Contractor within 30 days of task order expiration. (End Clause)
FAR 52.217-9	Option to Extend the Term of the Contract (NOV 1999) (a) The Government may extend the term of this task order by written notice to the Contractor within 30 days of contract expiration ; provided that the

	<p>Government gives the Contractor a preliminary written notice of its intent to extend at least 60 days before the task order expires. The preliminary notice does not commit the Government to an extension.</p> <p>(b) If the Government exercises this option, the extended task order shall be considered to include this option clause.</p> <p>(c) The total duration of this task order, including the exercise of any options under this clause, shall not exceed 66 months.</p> <p>(End of Clause)</p>
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APPENDIX A – ACRONYMS

AFCFS	AF Corporate Facility Standard
ASSIST	Assisted Services Shared Information System
AT	Anti-terrorism
CAC	Common Access Card
CAF	Contract Access Fee
CIS	Central Invoice System
CO	Contracting Officer
COR	Contracting Officer Representative
CPARS	Contractor Performance Assessment Rating System
CUI	Controlled Unclassified Information
DFARS	Defense Federal Acquisition Regulation supplement
DoD	Department of Defense
DUNS	Data Universal Numbering System
ERCIP	Energy Resilience and Conservation Investment Program
ETL	Engineering Technical Letter
FAR	Federal Acquisition Regulation
FBI	Federal Bureau of Investigations
FSRM	Facilities Sustainment, Restoration, and Modernization
FY	Fiscal Year
GFI	Government Furnished Information
GFP	Government Furnished Property
GSA	General Services Administration
IFS	Installation Facility Standard
IT	Information Technology
ITSS	IT-Solutions Shop
MILCON	Military Construction
MSR	Monthly Status Report
NACI	National Agency Check with Inquiries
OASIS	One Acquisition Solution for Integrated Services
OCI	Organizational Conflicts of Interest
POC	Point of Contact
POP	Period of Performance
PWS	Performance Work Statement
QCP	Quality Control Plan
SAM	System for Award Management
TARP	Threat Awareness and Reporting Program
TDR	Task Discrepancy Report
UFC	Unified Facilities Criteria
UFGS	Unified Facility Guide Specification
UMMC	Unspecified Minor Military Construction
U.S.	United States

APPENDIX B – ATTACHMENTS

Attachment 1	MILCON Project List
Attachment 2	U.S. Air Force Project Managers' Guide for Design and Construction
Attachment 3	AFCEC MILCON Data Management and Metrics guide
Attachment 4	Travel Expense Summary